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AUG 6 1953

MEMORANDUM FOR: Inspector General

SUBJECT: Survey of the Personnel Office.

1. In compliance with your memorandum dated 17 July 1953, I am attaching the information requested in paragraphs 1 and 2 thereof. I should point out to you that the information on organization and functions is based upon our present setup and not on the basis of our approved revised organization (chart included), which will go into effect this month, concurrently with the move of all Personnel Office functions (except front-door interviewing) into Curie Hall.

2. You asked my views on the present authority delegated to the Personnel Office on all clerical assignments up through Grade GS-5. Historically, the qualifications of persons at these grade levels make them almost universally inter-changeable among any Office of the Agency. We grant there may be a few positions where special qualifications or personalities necessarily enter into the placement picture. However, in these instances, close liaison with the operating office will eliminate the possibility of a misplacement. We have the additional check in the follow-up interviews conducted by the Placement Officers which practically eliminates the square peg in the round hole placement. This statement is made with the full knowledge that you can probably point to specific cases where such theory has not proven true. However, if we had been allowed to make placements purely on qualifications and job requirements, I feel that we could have eliminated any misplacements. When we are confronted with the extreme situation to "give the next 25 EOD's to X organization, because of work or other pressures," we will be the first to admit that it is not possible to make 100 per cent satisfactory placements. I feel that the Personnel Office is quite capable in passing on the qualifications and suitability of applicants at the GS-5 level, and in a great many jobs, at higher levels. I would not presume to maintain that the Personnel Office should make final selection of highly skilled technicians nor of professional or scientific people. In the lower grades, however, we are dealing with an extremely scarce commodity and one in which there is keen competition by practically all employers, both public and private. Speed in making commitments is of the essence in our dealings with such persons. For this reason alone, I feel that the Personnel Office should continue to exercise final selection authority in these categories. Even in these categories, we have consistently made an exception for those people who are being considered for initial appointment in an overseas area. In such cases, the Operating Division concerned makes the final decision. You realize, of course, that we do not arbitrarily use this authority on reassignments.

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3. You ask what services I would be inclined to cut if the Personnel Office could have only 50 per cent of its presently authorized staff. My first reaction to this question would concern itself with the efforts the Personnel Office has made during the past year to eliminate any excess or surplus personnel. We have had more than one discussion with the Deputy Director (Administration) where our primary purpose was to bring our strength to a figure which would provide only essential services to the Agency, operating at an assumed strength. Our present authorization for the Personnel Office staff is predicated on servicing an organization of the approximate size of the Agency at this time. In arriving at our present strength, we eliminated a number of positions from our prior planning figures. We have distributed our present authorization in such a way as to cover only essential personnel services. With this as a preface, I can only say that if the Personnel Office authorization were to be cut in half, with no corresponding reduction in responsibility, we could eliminate no services we now perform. Rather, the effectiveness of the services we do render would be reduced by approximately 50 per cent. Such action would, in my estimation, set the personnel program back two and a half years.

4. You ask my views on how I would plan to effect an economy in personnel administration in the Agency. My first move in that direction would be to ask for a declaration of policy by the Agency which would state positively that the Personnel Office would be primarily responsible for all phases of personnel administration. Such a policy statement should prohibit officially the building of extensive personnel staffs in the various operating echelons. We recognize that there are certain personnel functions which are inherent in the administration of an operation. I am inclined to believe, however, that first and second line, and probably higher supervisors have attempted, owing to work pressures, to pass responsibility for personnel management and supervision on to a personnel group organized within their individual elements. As a second step, I would then like to be armed with firm authorization to survey each operating office, in much the same manner as we are now doing for the Office of Communications, and recommend to the Office Head the type, size and functions of a personnel unit which would take care of those matters of purely local interest and leave all matters of formal personnel administration to the Personnel Office. As I have discussed with you previously, I feel there are entirely too many so-called personnel people operating with almost unchecked authority in the various operating offices, and I am convinced that a careful and conscientious survey of this situation would reveal many opportunities for elimination of needless positions, with a resultant sizeable saving to the Agency, both in numbers of positions and speed and quality of personnel service.

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5. Insofar as my views on the inter-relationship between the Personnel Office and the CIA Career Service Board is concerned, I am firmly convinced that unless both groups operate in complete and close harmony, we will lose all that we have gained. I think it is generally conceded that the CIA Career Service Program came into being basically because the Personnel Office, in the area of sound planning and policy guidance, had not been able to keep pace with the rapid development of the Agency. Shortsightedness in initially providing the tools necessary to establish an acceptable Personnel Program has made the total job doubly difficult in the recent past. In the early days of the Central Intelligence Group personnel functions were obviously looked upon as nothing more than a paper-pushing process. When I first became associated with the Agency in 1947, I found the same situation as existed under CIG. I made a survey of the situation and came up with several concrete recommendations to the Personnel Director. A copy of my report to him at that time is attached. The most significant recommendation I made was an attempt to have a recognition of the need for professionally trained people in personnel and with these people to plan a forward looking Personnel Program for the Agency. I regret to say practically nothing came of this study. This statement is not intended to be critical of my predecessor, because his attempts at obtaining a suitable T/O for the Personnel Office are a matter of record. It was not until [redacted] was named Assistant Director/Personnel in 1951, that the necessary topside recognition was given to the needs of the Personnel Office. On 24 July 1951, I presented [redacted] with a proposed T/O for the Personnel Office and some background information on the subject. A copy of my memorandum to him is attached. I quote one statement from that memorandum. "In the past the size of the Personnel Office in this Agency has generally reflected a concept of Personnel Management as a limited service function, existing primarily to locate workers and to process employment papers. To operate even in this limited role, the staffing of the Personnel Office has not been adequate to cope with the demands resulting from the expanding character of the Agency's organization." While I will be the first to admit that, in the past, the Personnel Office failed to provide a complete professional service, I feel some of the reasons this situation existed should not be overlooked. Today, the objectives of the Career Service Program and the Personnel Office are, and should continue to be, one and the same. The Career Service Board is in a position to make a major contribution towards pointing up areas which require consideration and to give Personnel administration in the Agency the much needed top management interest and support it deserves. The Personnel Office is now in a position to perform a

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professional service and during the past year I feel we have made considerable headway towards developing a well rounded and effective program. We would like to be able to utilize the Agency Career Service Board as a sounding board for, and generator of, new ideas and improvements. We stand ever ready to work closely with the CIA Board in exploring ideas generated within that Group. Basic to the needs of both groups is the necessity to work conscientiously and earnestly towards a common goal, and while areas can and will exist for an honest difference of opinion, there should exist no lack of uniformity in our mutual aims. It was with this thought in mind that the Research and Planning Staff and the Career Development Staff were combined. In a further effort to enable the two groups to work in greater cooperation, I would like to suggest that each and every task force set up under the CIA Career Service Board have a voting member from the Personnel Office.

George E. Maloon  
Personnel Director

7 Attachments:

- A - Organizational and functional charts, together with budget and P/O statistics.
- B - Documents shown to or signed by job applicants and RCD's.
- C - Instructions to field recruiters.
- D - Samples of correspondence with applicants.
- E - Two graphic illustrations of workload.
- F - Copy, memorandum dated 15 October 1947.
- G - Copy, memorandum dated 24 July 1951.

OPD:GEM:CWC:bks (5 August 1953)

Distribution:

- O&I - Addressee
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# MISSING PAGE

ORIGINAL DOCUMENT MISSING PAGE(S):

Missing Attachments A-Y

TRANSMITTAL SLIP	
AUG 7 1958 (Date)	
TO: Col. White	
BUILDING	ROOM NO.
REMARKS: Attached is a copy of Personnel Office reply to I.G. questions regarding Personnel program and procedures. I believe you looked over the orig. before it was forwarded to Kirt, and that you asked Geo. Meloon for a copy.	
FROM:	
BUILDING	

FORM NO. 36-8  
SEP 1946

16-65268-1 GPO

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